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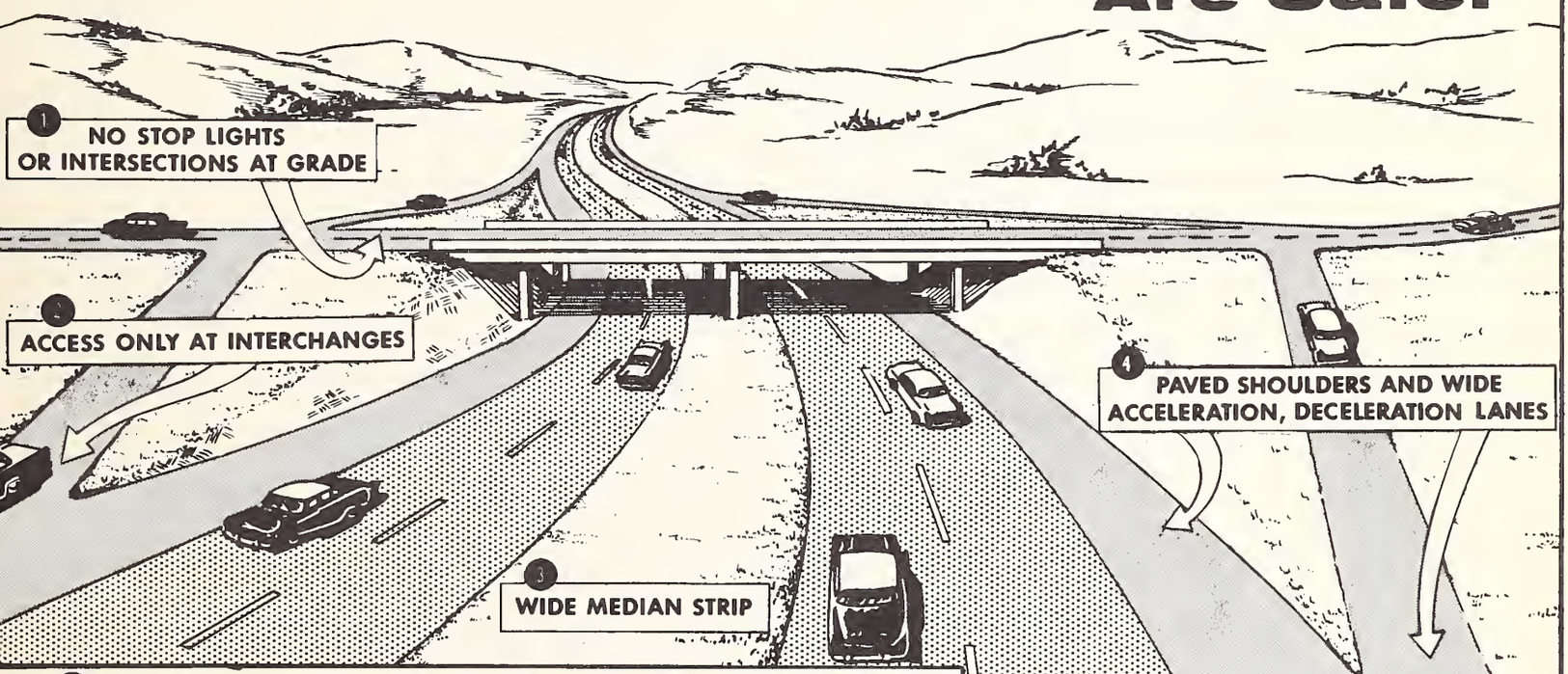
THE CENTER LINE

MONTANA HIGHWAY COMMISSION

Vol. IV., No. 5.

~~May~~ June, 1961

Four Reason's Why Today's Modern Highways Are Safer


1 NO STOP LIGHTS OR INTERSECTIONS AT GRADE
2 ACCESS ONLY AT INTERCHANGES
3 WIDE MEDIAN STRIP
4 PAVED SHOULDERS AND WIDE ACCELERATION, DECELERATION LANES

1 GRADE SEPARATIONS—no stop signs, stop lights or intersections to halt the flow of traffic. Safe, attractive structures carry cross-traffic. Gas and oil, restaurants and other tourist services will be available off the highway, near the frequent, efficient interchanges.

2 CONTROLLED ACCESS—means you enter and exit only at properly spaced interchanges along the highway. This cuts operating costs, reduces congestion, bypasses traffic hazards, and encourages industrial development of nearby property. Safe free flow of traffic cannot exist where vehicles are allowed to enter and leave directly at business places, residences and side roads. Control of access will keep these new highways from becoming obsolete or overcrowded.

3 WIDE MEDIAN STRIPS—preserve the natural beauty of the landscape, while permitting more economical construction of the highway by following the true topography of the land. Proper landscaping also provides screening with trees and bushes to reduce the glare of opposing headlights, improving safety at night.

4 PAVED SHOULDERS—with acceleration, deceleration lanes permit smooth ingress and egress, provide safe areas for emergency stops.

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AWARD SHEET — Letting of May 24th, 1961

PROJECT NO.	Amount of Bid	Bidder	Address
I-IG-ING 15-4(4) 182 U4 I 15-4(5) 185 U1 Helena-North Road Lewis & Clark County	$ 636,632.67	S. Birch Inc. & S. Birch & Sons. Constr. Co.	Great Falls, Mont.
I-IG-ING 15-4(4) 182 U6 I 15-4(5) 185 U2 Helena-North Road Lewis & Clark County (Fencing & Cattle Guards)	$ 32,110.94	United States Steel Corp.	Portland, Ore.
F 65 (8) Unit 2 Sun River-Choteau Road Cascade County (Structure)	$ 32,334.56	Walter Mackin & Son	Billings, Mont.
I-IG 90-6(2) 309 Unit 1 Rocky Canyon Road Gallatin County (Structures also)	$4,058,435.93	Goodfellow Bros., Inc.	Wenatchee, Wash.
I-IG 90-6(2) 309 Unit 2 Rocky Canyon Road Gallatin County (Fencing)	$ 39,885.60	Tschache Bros.	Bozeman, Mont.
F 144(6) Unit 1 S 368(13) & S 368(14) Glasgow-Nashua Road Valley County	$ 849,261.16	Richardson Constr. Co.	Miles City, Mont.
F 246(9) Unit 1 Circle-Glendive Road Dawson County	$ 566,397.56	Gus M. Albert, Contr.	Miles City, Mont.
U 249(14) & U-UG 376(3) Unit 1 Euclid Ave.-Lyndale Ave. Benton to Last Chance Gulch Helena—Lewis & Clark Couoty	$ 300,715.78	C. B. Lauch Constr. Co.	Great Falls, Mont.
SMP 0399-61 Crushing and Stockpiling Blaine, Chouteau, Glacier Hill & Toole Counties	$ 84,967.50	Richardson Constr. Co.	Miles City, Mont.

Project No. 5 awarded subject to Bureau of Public Roads concurrence.
Total for May—$ 6,600,741.70
Total for Year—$18,175,858.39

AIR TOUR OF PROJECTS POSTPONED

June 6, 7, 8 and 9 were to have been the days when representatives of Press, Radio and TV were to have been our guests on tours of the major work underway on highways, but due to several reasons, it has been necessary to postpone the tour, and at this time, no later date has been set. The committee was unable to obtain enough air transportation for the tour, so when it is re-scheduled, it looks as if cars will be used. This will necessitate the selection of two or three jobs in each district, as it will be impossible to cover as much territory as we had planned to by plane. By car, we shall miss seeing the comparison of the old and new highways, as the long black wide ribbons of asphalt now go through the hills instead of winding up and down and around as the older roads do. An aerial view of a wide, straight, new highway is a beautiful sight, and makes it possible to plan our trip with more certainty. We expect to be able to announce the new dates in a few days.

HIGHWAY WEEK CELEBRATED

About the biggest event that happened during Highway Week in Montana was that the largest single contract in the history of the Department was awarded, and the largest amount, dollar-wise, ever to be awarded for one bid opening was done so on May 24. A bid submitted by Goodfellow Bros. of Wenatchee, Washington to construct 5 miles of four-lane, divided highway through Rocky Canyon east of Bozeman was awarded for $4,058,-435.93. The highest total for one bid opening previously had been slightly more than $5.8 million, but the $6.6 million awarded on May 24 far exceeded the old record.

We would be remiss if we did not acknowledge the fine editorials that appeared in many of the state's leading newspapers, and on radio and TV during the week. For these, we are grateful.

DR. McGREGOR TO BE HONORED

June 12th has been selected as the date on which many friends and associates of Dr. Harry McGregor will gather in Great Falls to publicly recognize his long service to his fellowman in the promotion of good highways. What has been known as the 15th Street Bridge over the Missouri River in Great Falls, will become officially the McGregor Bridge. We are of the opinion that such a bridge as this structure, built to serve thousands of people daily, will be a fitting tribute to a man who has so freely given of his talents and time to provide good highways for his community and state. Dedication is set at 2:00 p. m. at the south end of the bridge.

PURPOSES AND TYPES OF DISCIPLINARY ACTION

Training-In-Service Department

(This is the second of a series of articles on "Discipline." The first article, "Common Sense and Discipline," appeared in the May issue of Centerline).

Why Disciplinary Action

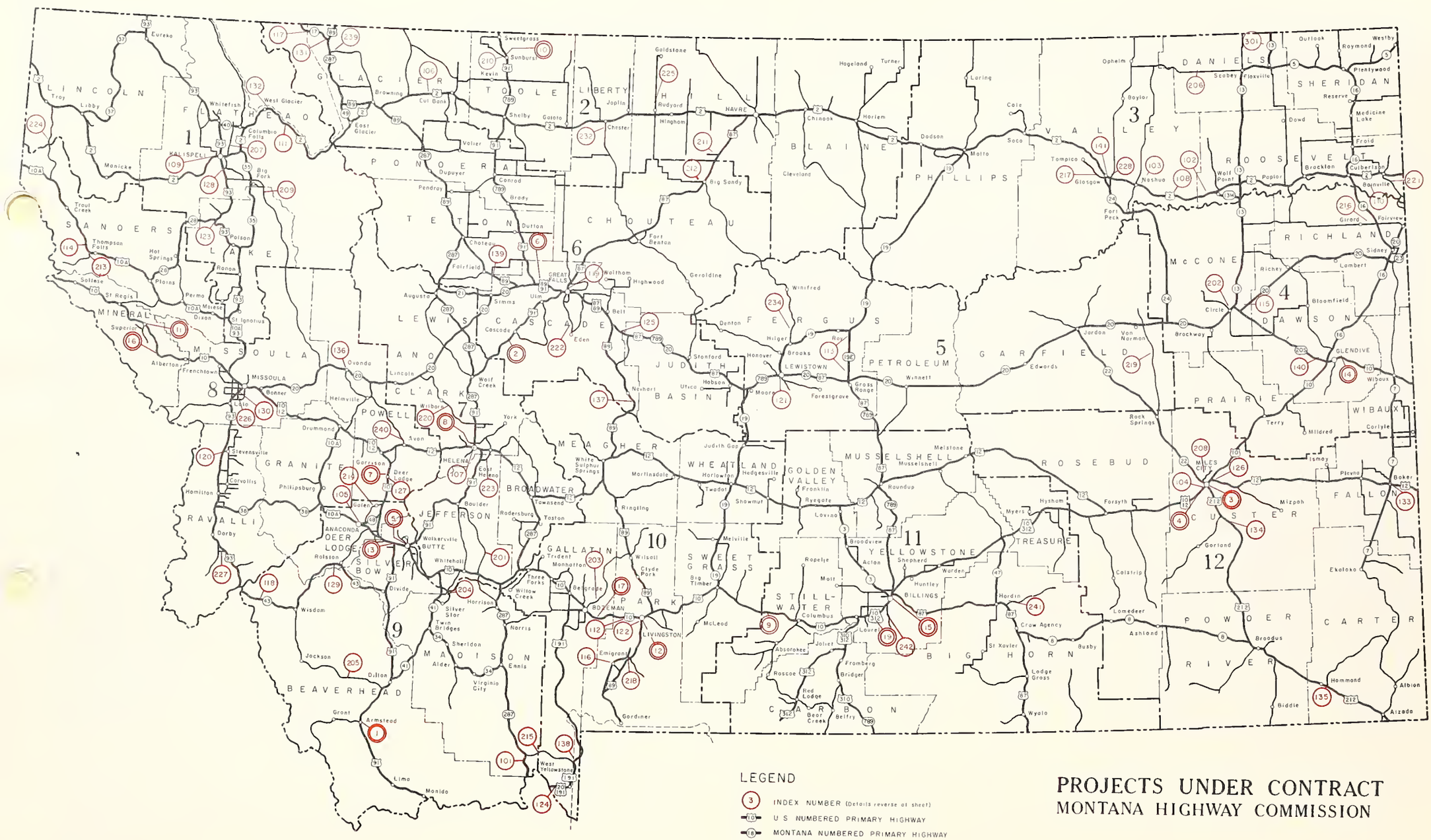
The primary purpose of any disciplinary action is to correct unfavorable employee behavior. It is important that supervisors recognize that any employee has the right to be heard and if conditions warrant, that he be given an opportunity to mend his ways before discipline is imposed.

Although ordinarily considered a punishment, discipline is not invoked for the purpose of punishment, rather its basic purpose is to promote the efficiency and acceptability of an employee for his own good and promote the efficiency of the organization for everyone's good.

It is generally agreed by leaders in personnel development that approximately 70% of all people who are fired, are fired for their "Social Incompetence" rather than for their "Technical Incompetence."

Cause for Discipline

A basic question related to, "Why disciplinary action," could be, "Cause for disciplinary action."



PROJECTS UNDER CONTRACT
MONTANA HIGHWAY COMMISSION

Map Index Number	Project Number	Probable Completion Date	LENGTH, TYPE OF CONSTRUCTION AND LOCATION
	FEDERAL AID INTERSTATE PROJECTS		
1	I 15-1 (11) 37 U 1	9-30-62	7.8 miles grading, drainage, aggregate surfacing, plant mix bituminous and seal coat oiling. (U. S. 91 - South to North of Armstead).
	I 15-1 (11) 37 U 2	6-30-62	Four prestressed concrete beam structures. One 143 foot - Red Rock River, One 107 foot - County Road Separation, One 153 foot - Horse Prairie Interchange, One 173 foot - Beaverhead River. (U. S. 91 - South to North of Armstead).
	I 15-1 (11) 37 U 3	10-31-61	7.8 miles fencing and cattle guards. (U. S. 91 - South to North of Armstead).
2	I 15-5 (13) 239 U 1	6-30-62	9.7 miles grading, drainage, aggregate surfacing, plant mix bituminous and seal coat oiling. Same construction on frontage road. (U. S. 91 - South to North of Cascade).
	I 15-5 (13) 239 U 2	10-31-61	Four prestressed concrete beam structures. One 133 foot - Tintinger Interchange, One 82 foot - Frontage Road Separation. One 138 foot - South Cascade Interchange, One 123 foot - North Cascade Interchange. (U. S. 91 - South to North of Cascade).
	I 15-5 (13) 239 U 3	6-30-62	9.7 miles fencing. (U. S. 91 - South to North of Cascade).
3	I 94-4 (6) 136 U 1	9-15-62	11.6 miles grading, drainage, aggregate surfacing, Portland Cement paving, plant mix bituminous and seal coat oiling. Three 20 foot and two 10 foot concrete slab junior grade separations. One 168 foot prestressed concrete beam structure - Baker Road Interchange U. S. 12 (U. S. 10 - Miles City East).
	I 94-4 (6) 136 U 2	10-16-62	11.6 miles fencing. (U. S. 10 - Miles City East).
4	I 94-4 (3) 134	7-31-61	One 268 foot steel girder overpass - Miles City West Interchange. One 290 foot riveted plate girder bridge - Tongue River, Two prestressed concrete beam overpasses. One 153 foot County Road, and one 158 foot - U. S. 212 (U. S. 10 - Miles City West).
	I 94-4 (5) 127 U 1	9-15-61	8.5 miles (0.8 miles four lane divided) greding, drainage, surfacing, Portland Cement paving, plant mix bituminous end seal coat oiling. One 214 foot prestressed concrete beam overpess - Radar Base Interchange. Three concrete slab junior grade separations. (U. S. 10 - Miles City West).
	I 94-4 (5) 127 U 2	7-15-61	8.5 miles fencing. (U. S. 10 - Miles City West).
5	I 15-2 (7) 127	6-30-61	Dual 168 foot steel girder overpasses - Montana Street Interchange (U. S. 91 - In Butte).
6	I 15-5 (9) 275 U 1	9-15-61	8.3 miles four lane divided, greding, drainage, surfecing, plant mix bituminous and seal cost oilng. (U. S. 91 - West of Great Falls).
	I 15-5 (9) 275 U 3	9-15-61	8.3 milee fencing (U. S. 91 - West of Great Falls).
7	I 90-3 (8) 180 U 1	9-15-61	8.6 miles (1.0 mile four lane divided), grading, dreinage, surfecing, plant mix bituminous and seal coet oiling (U. S. 10 - North and South of Deer Lodge).
	I 90-3 (8) 180 U 2	8-31-61	Six prestressed concrete beam bridges. One 123 foot - North Deer Lodge Interchange, One 118 foot - Milwaukee Avenue, One 168 foot - County Road. Dual 153 foot - Clark Fork, One 256 foot - Underpass South Deer Lodge Interchange, and two 20 foot concrete slab junior grade separations - County Roads (U. S. 10 - North and South of Deer Lodge).
	I 90-3 (8) 180 U 3	9-15-61	8.6 miles fencing (U. S. 10 - North and South of Deer Lodge).
8	I-IG-ING 15-4 (4) 184 U 1	7-15-61	1607 foot total length dual steel and concrete overpasses - GN RY and NP RY., Boulder Avenue (U. S. 91 - Helena).
	I-IG-ING 15-4 (4) 182 U 2	9-15-61	2.8 miles four lane divided, grading, drainage, surfacing, plant mix bituminous and seel cost oiling. Dual 260 foot steel girder bridges - Underpess - Colonial Club Interchange (U. S. 91 - Helena - South).
	I-IG-ING 15-4 (4) 182 U 3	7-15-61	2.8 miles fencing and cattle guards (U. S. 91 - Helena - South).
	I-IG-ING 15-4 (4) 182 U 4	6-30-62	1.3 miles four lane divided, grading, drainage, aggregate surfacing, plant mix bituminous and seal coat oiling (U. S. 91 - In Helena).
	I-15-4 (5) 185 U 1	6-30-62	One 243 foot steel and concrete bridge - Underpass - Cedar Street Interchange. One 215 foot prestressed concrete beam bridge - Underpass - York Road Separation (U. S. 91 - In Helena).
	I-IG-ING 15-4 (4) 182 U 5		
	I-15-4 (5) 185 U 2	6-30-62	1.3 miles fencing and cattle guards (U. S. 91 - In Helena).
9	I 90-8 (7) 394	8-15-61	One 558 foot - Roveted Plate Girder Bridge - Yellowstone River (U. S. 10 - West of Columbus).
10	I-IG 15-8 (6) 379 U 1	7-30-61	4.2 miles grading, drainage, surfacing, plant mix bituminous and seal coat oiling. One 313 foot steel girder bridge - GN RY. One 168 foot prestressed concrete beam - Sunburet Interchange - Overpasses (U. S. 91 - Sunburst North).
	I-IG 15-8 (6) 379 U 2	7-15-61	4.2 miles fencing and cattle guards (U. S. 91 - Sunburst North).
	I 15-8 (10) 379	7-30-61	4.2 miles signing and delineation (U. S. 91 - Sunburst North).
11	I 90-1 (6) 43 U 1	8-15-61	6.7 miles (1.2 miles four lane divided) grading, dreinage, surfacing, plant mix bituminous and seal coet oiling. One concrete slab junior grade separetion (U. S. 10 - North and South of Superior).
	I 90-1 (6) 43 U 3	8-15-61	6.7 miles fencing and cattle guards (U. S. 10 - North and South of Superior).
12	I 90-7 (4) 330	9-30-61	730 foot - Dual Structures - Riveted Plate Girder Sridges - Yellowstone River (U. S. 10 - South of Livingston).
	I-IG 90-7 (9) 327 U 4	8-31-61	4.3 miles grading and sub-ballesting only of Northern Pacific Railway Line (U. S. 89 - South of Livingston).
	I-IG 90-7 (9) 327 U 1	6-15-62	11.8 miles (11.0 miles four lane divided) grading, drainage, surfecing, plant mix bituminous and seal coat oiling. Construction of irrigation and water supply facilities (U. S. 10 - West and East of Livingston).
	I-IG 90-7 (9) 327 U 2	8-15-61	Ten prestressed concrete beam structures. Dual 113 foot overpassses - West Interchange, Dual 251 foot overpasses - South Interchange, Dual Junior Grade Seperation - Farm Road, Dual 128 foot overpasses, Swingly Interchange, One 279 foot underpass - East Interchange, One 210 foot Unerpass - Mission Interchange (U. S. 10 - West and East of Livingston).
	I-IG 90-7 (9) 327 U 3	8-15-61	11.8 miles fencing and cattle guards (U. S. 10 - West and East of Livingston).
13	I-ING 15-2 (8) 118	7-15-61	4.2 miles (2.5 miles four lane divided) grading, drainage, surfacing, plant mix bituminous and seal coat oiling, three prestressed concrete bridges, One 210 foot Victor Interchange, One 599 foot and one 614 foot S.A.&P.RY., CMDT P&P RY, and Clark Fork (U. S. 91 - West of Butte).
	I 15-2 (10) 118	7-15-61	4.2 miles signing and delineation (U. S. 91 - West of Butte).
14	I 94-6 (2) 216	8-1-61	4.2 miles greding, drainage, surfacing, plant mix bituminous and seal coet oiling (U. S. 10 - East of Glendive).
15	I 90-8 (10) 451	11-30-61	930 and 945 foot (dual) steel riveted plate girder bridges - Yellowstone River (U. S. 10 - East of Billings).
16	I 90-1 (7) 60 U 1	7-15-61	5.0 miles signing and delineation (U. S. 10 - Southeest of Superior).
17	I-IG 90-6 (2) 309 U 1	11-15-62	5.3 miles four lane divided, grading, dreinage, aggregate surfacing, plant mix bituminous and seal coat oiling. Four prestressed concrete beam structures. Dual 113 foot overpasses - Bear Creek Interchange. Dual 128 foot overpasses - Trail Creek Interchange. Dual 335 foot steel and concrete overpssses - N.P. RY. (U. S. 10 - East of Bozeman).
	I-IG 90-6 (2) 309 U 2	11-15-62	5.3 miles fencing (U. S. 10 - East of Bozeman)
19	I 90-8 (8) 438 U 1	8-1-61	6.4 miles four lane, grading, drainage, surfecing, plant mix bituminous and seal coat oiling. Same conctruction on frontage roads. Two 153 foot prestressed concrete beam overpasses - Best Dump Seperation (U. S. 10 - West of Billings).
	I 90-8 (8) 438 U 2	10-1-61	6.4 miles fencing (U. S. 10 - West of Billings).
	FEDERAL AID PRIMARY PROJECTS		
101	FHP 60-A	1961	8.9 miles grading, dreinage, surfacing and bituminous surface treatment. One 260 foot prestressed concrete girder bridge - Madison River (Montana 287 - South of Ennis).
	RDW FHP 60-A	8-1-61	8.9 miles fencing (Montana 287 - South of Ennis).
102	F 84 (29)	7-1-61	9.3 miles plant mix bituminous and seal coat oiling (U. S. 2 - Wolf Point West).
	F 232 (4)	7-1-61	8.0 miles plant mix bituminous end seal coet oiling (U. S. 2 - Wolf Point West).
103	F 144 (5)	7-1-61	2.0 miles plant mix bituminous and seal coat oiling (U. S. 2 - In Nashus).
	F 189 (5)	7-1-61	8.2 miles plant mix bituminous and seal coat oiling (U. S. 2 - Nashua East).
104	F 135 (17)	9-15-61	0.6 miles grading, drainage, surfacing, plant mix bituminous end seal coat oiling (U. S. 10 - Miles City West).
105	F 68 (9)	7-31-61	6.0 miles grading, drainage, surfacing, plant mix bituminous and seal coat oiling (U. S. 10 A - Anaconda East).
106	F 220 (7)	7-30-61	0.5 miles grading, drainage, surfacing, road mix bituminous and seal coat oiling (U. S. 2 - West of Cut Bank).
107	F 214 (3) U 1	9-15-61	1.0 miles grading, drainage, surfacing,plant mix bituminous and seal coat oiling (U. S. 91 - Helena).
	U 249 (14) U 1 & U-UG 376 (3) U 1	7-31-62	0.5 miles four lone divided, grading, aggregate surfacing and Portland Cement concrete paving. One 206 foot prestressed concrete beam overpass - G. N. RY. (U. S. 10 Bypass - In Helena).
108	F 189 (4) U 1 & F 232 (3) U 1	7-1-61	8.2 miles greding, drainage, surfacing, plant mix bituminous and seal coat oiling (U. S. 2 - West of Wolf Point).
109	U 58 (23), U 257 (14) U 1, & F 270 (7) U 1	7-1-61	2.2 miles grading, dreinage, surfacing, plant mix bituminous and seal coat oiling (U. S. 2 & 93 - In Kalispell).
110	F 84 (27)	7-1-61	8.3 miles grading, drainage, surfacing, plant mix bituminous and seal coat oiling (U. S. 2 - East of Culbertson).
	F 84 (28)	7-1-61	5.5 miles plant mix bituminous and seal coat oiling (U. S. 2 - West of Culbertson East).
	F-FG 273 (11)	7-1-61	0.8 miles plant mix bituminous and seal coet oiling (Montana 16 - Culbertson South).
111	FHP 13-F6	1961	2.1 miles grading, drainage, and surfacing (U. S. 2 - East of West Glacier).
112	F 185 (6) U 1	6-15-62	0.3 miles grading, drainage, surfacing, plant mix bituminous and seal coat oiling (U. S. 10 - West of Livingston).
	F 185 (6) U 3	8-15-61	0.3 miles fencing (U. S. 10 - West of Livingston).
113	F 333 (29) U 1	8-18-61	11.8 miles cement base stabillzing, plant mix bituminous and seal coat oiling (Montana 19 E - North of Grass Range).
	F 26 (6) U 1 & F 333 (27) U 1	9-15-61	11.2 miles grading, cement stabilized base, drainage, surfacing, plant mix bituminous and seal coat oiling (Montana 19 E - Grass Range North).
	F 333(27) U 2	7-30-61	Four prestressed concrete beam bridges. One 92 foot McDonald Creek, One 82 foot Chippewa Creek, One 92 foot Ford's Creek, One 82 foot Little Box Elder Creek (Montana 19 E - Grass Range - North).
114	FHP 6 D 5	1961	2.3 miles grading, drainage, surfacing, and road mix bituminous oiling (U. S. 10 A relocation - West of Thompson Falls).
115	F 391 (13)	7-15-61	9.1 miles surfacing, plant mix bituminous and seal coat oiling (Montana 20 - East of Circle).
116	F 217 (12) U 1	9-30-61	21.3 milee surfacing, plant mix bituminous and seal coat oiling (U. S. 89 - South to North of Emigrant).
	F 217 (13) U 1	9-30-61	2.7 miles grading, drainage, surfacing, plant mix bituminous and seal coat oiling (U. S. 89 - South of Emigrant).
117	NP 444 & 144	1961	10.9 miles grading, drainage, surfacing, and bituminous surface treatment (Montana 17 - Northwest of East Glacier).
118	FHP 20-8	1961	9.4 miles grading, dreinage, and four 60 foot concrete slab bridges. Three over Trail Creek and one over Ruby Creek (Montana 43 - West of Wisdom).
119	U-F-FG 395 (4)	11-30-61	One 1126 foot steel riveted plate girder bridge - GN RY and Missouri River (U. S. 87 - Bypass - Great Falls North).
120	F 259 (9)	9-30-61	14.5 miles raising of various grades, plant mix bituminous and seal coat oiling (U. S. 93 - North and South Stevensville Junction).
121	U 102 (7) U 1	7-19-61	0.3 miles grading, aggregate surfacing, plant mix bituminous and seal coat oiling (Montana 19 - In Lewistown).
122	F 13 (6)	8-31-61	4.0 miles grading, drainage, surfacing, plant mix bituminous and seal coat oiling (U. S. 89 - South of Livingston).
123	F 191 (20) U 1	9-1-61	7.3 miles (2.5 miles grading and drainage) eggregate surfacing, plant mix bituminous and seal coat oiling (U. S. 93 -
124	FHP 46-A4	1961	8.0 miles grading, drainage, surfacing, plant mix bituminous and seal coat oiling. One 60 foot reinforced girder bridge - South Fork Madison River (U. S. 191 - West of West Yellowstone).
125	F 235 (27) U 1	10-31-61	5.1 miles grading, drainage, aggregate surfacing, plant mix bituminous and seal coat oiling. Three 83 foot prestressed concrete beam bridges - Otter Creek (U. S. 87 - Southeast of Belt).
126	F 86 (20) U 1	9-15-62	0.8 miles grading, drainage, aggregate surfacing, plant mix bituminous and seal coat oiling. (U. S. 12 - East of Miles City).
127	F 184 (14)	8-31-61	1.1 miles grading, drainage, surfacing, plant mix bituminous and seal coat oiling (U. S. 10 - North and South of Deer Lodge).
128	F 191 (21)	9-15-61	7.2 miles widening roadway, aggregate surfacing, plant mix bituminous and seal coat oiling. (U. S. 93 - Kalispell South).
129	F 43 (14) U 2	7-15-61	1.9 miles grading, drainage, surfacing, and bituminous surface treatment of approaches to bridges on F 43 (14) U 1. (Montana 43 - East am West of Ralston).
	F 43 (15) U 1	9-30-61	31.0 miles plant mix bituminous and seal coat oiling (Montana 43 - East and West of Raleton).
130	FAP 215 (3)	9-15-61	Traffic controle on Brooks Street, Middlesex Street, and North Avenue Intersection (U. S. 93 - In Missoula).
131	F 208 (3)	7-15-61	0.9 miles grading, drainage, surfacing, road mix bituminous and seal coat oiling. One 122 foot prestressed concrete beam bridge - Kennedy Creek (U. S. 89 - North of Browning).
132	F 260 (9)	8-1-61	20,175 foot steel guard rail (U. S. 2 - West Glacier East).
133	F 86 (19)	9-1-61	1.1 miles grading, drainage, cement stabilized base, plant mix bituminous and seal coat oiling (U. S. 12 - In Baker).
134	F 156 (11) U 2	11-30-61	One 138 foot prestressed concrete beam bridge - Pumpkin Creek (U. S. 212 - South ofMiles City).
135	F 262 (12)	7-15-61	11.0 miles stabilized surfacing, plant mix bituminous and seal coat oiling (U. S. 212 - Hammond Southeast).
136	F 237 (16) & F 267 (11)	9-15-61	29.8 milee (intermittent raising of grading) surfacing, plant mix bituminous and seal coat oiling (Montana 20 - West and East of Ovando).
137	FHP 32-A9	1961	5.0 miles grading, drainage, surfacing, and bituminous surface treatment (U. S. 89 - South of Neihart).
138	FHP 42-M2	1962	2.2 miles grading, drainage, aggregate surfacing and bituminous surface treatment. Widening of 105 foot Reinforced Concrete Girder bridge - Grayling Creek (U. S. 191 - North of West Yellowstone).
139	F 65 (8) U 2	9-30-61	One 60 foot prestressed concrete beam bridge - Greenfields South Canal (U. S. 89 - Southeast of Fairfield).
140	F 246 (9) U 1	7-15-62	9.2 miles grading, drainage, aggregate surfacing, plant mix bituminous and seal coat oiling (Montana 20 S - West of Glendive).
141	F 144 (6)	7-30-62	4.7 miles (2.3 miles four lane divided) grading, drainage, eggregate surfacing, plent mix bituminous and seal coat oiling. One 38 foot treated timber bridge - Gouge Coulee (U. S. 2 - Glesgow East
	FEDERAL AID SECONDARY PROJECTS		
201	S 9 (9)	8-15-61	8.5 miles surfacing, plent mix bituminous end seal coat oiling (Southeast of Boulder).
202	S 31 (5)	7-15-61	0.6 miles grading, drainage, surfacing, plant mix bituminous and seal coat oiling (In Circle).
203	S 370 (12)	7-30-61	5.8 miles grading, drainage, surfacing, plent mix bituminous and seal coat oiling (Northeast of Bozeman).
204	S 160 (1)	7-15-61	One 245 foot -prestressed concrete beam bridge - Jefferson River (North of Silver Star).
205	S 35 (10)	9-1-61	15.9 miles surfacing, plent mix bituminous and seal coat oiling (West of Dillon).
206	S 8 (10)	9-30-61	9.0 miles grading, drainage, surfacing, plant mix bituminous and seal coat oiling (West of Scobey).
207	S 7 (6) U 1	9-1-61	6.5 miles (1.9 miles four lane divided) grading, drainage, aggregate surfacing, plant mix bituminous and seal coat oiling. East of Kalispell).
208	S 388 (1)	7-31-61	8.6 miles grading, drainage, surfacing, plant mix bituminous and seal coat oiling. One 198 foot prestressed concrete beam bridge - Sunday Creek (North of Miles City).
209	S 65 (4)	9-1-61	4.9 miles grading, drainage, surfacing, plant mix bituminous and seal coat oiling (Southeast of Big Fork).
210	S 366 (5)	7-30-61	0.5 miles surfacing, plant mix bituminous end seal coat oiling (In Sunburet).
211	S 242 (1)	8-15-61	4.4 miles grading, drainage, surfacing, plant mix bituminous and seal coat oiling. One 75 foot treated timber trestle - Big Sandy Creek (North of Big Sandy).
212	S 219 (4)	7-15-61	8.0 miles grading, drainage, surfacing, plant mix bituminous and seal coat oiling (Big Sandy - West).
213	S 221 (1)	8-30-61	5.0 miles grading, drainage, and surfacing (West of Thompson Falls).
214	S 304 (5)	8-1-61	6.7 miles grading, drainage, and surfacing (Galen West).
215	ERFO 40 (1)	1961	3.8 miles grading (Through Earthquake Slide - Southeast of Ennis).
216	S 361 (10)	9-30-61	5.5 miles grading, drainage, surfacing, plant mix bituminous and seal coat oiling (East of Girard).
217	S 257 (4)	7-15-61	3.8 miles grading, drainage, surfacing, plant mix bituminous and seal coat oiling (Glesgow - West).
218	S 273 (3) U 1	9-30-61	0.8 miles grading, drainage, surfacing, plant mix bituminous and seal coat oiling (Northeast of Emigrant).
219	S 258 (3)	10-17-61	6.7 miles grading, drainage, end aggregate surfacing (North of Rock Springs).
220	S 2 (7)	8-1-61	7.3 miles grading, drainage, surfacing, plant mix bituminous and seal coat oiling (Wilborn - Southeast).
221	S 180 (1)	7-31-61	7.6 miles grading, drainage, aggregate surfacing and One 100 foot treated timber trestle bridge - Little Muddy Creek (Bainville Southeast).
222	S 329 (4) U 1	9-30-61	10.3 milee drainage, aggregate surfacing, plant mix bituminous and seal coat oiling (Eden North).
223	S 330 (1) U 1	9-15-61	2.5 miles grading, drainage, aggregate surfacing, plant mix bituminous and seal coat oiling (East Helena Southwest).
224	FHP 5-2 (1)	1961	4.7 miles grading and drainage (South of Troy).
225	S 13 (5)	10-1-61	5.3 miles grading, drainage, aggregate surfacing, plant mix bituminous and seal coat oiling (Rudyard North).
226	S 218 (4)	9-15-61	1.4 milee aggregate surfacing, plant mix bituminous and seal coat oiling (39th Street - South of Missoula).
	S 218 (5)	9-15-61	Traffic Controls (Brooks & Russell Street Intersection - South of Missoula).
	S-US 220 (2)	9-15-61	1.2 miles grading, drainage, aggregate surfacing, plant mix bituminous and seal coet oiling (Higgins Avenue Extension - South of Missoula).
	S 298 (2)	9-15-61	Traffic Controls (Brooks Street & Seconi Avenue Intersection - South of Missoula).
227	S 328 (1)	11-15-61	1.2 miles grading, drainage, aggregate surfacing, road mix bituminous and seal coat oiling. Two prestressed concrete beam bridges, One 173 foot - West Fork Bitterroot River, One 198 foot - East Fork Bitterroot River (South ofDarby).
228	S 368 (13)	7-30-62	0.6 mile grading, drainage, aggregate surfacing, plant mix bituminous and seal coat oiling (Junction U. S. 2 - East of Glasgow North).
	S 368 (14)	7-30-62	1.4 miles aggregate surfacing, plant mix bituminous and seal coat oiling. (Junction U. S.2- East of Glasgow North).
232	S 303 (4)	7-25-61	5.3 miles grading, drainage, surfacing, plant mix bituminous and seal coat oiling (Chester South).
234	S 68 (4)	7-31-61	10.5 miles plant mix bituminous and seal coat oiling (Hilger North).
239	S 266 (1)	8-1-61	9.8 miles grading, drainage, surfacing, plant mix bituminous and seal coat oiling (Northwest of Browning).
240	S 291 (4)	7-15-61	6.3 miles grading, drainage, surfacing, plant mix bituminous and seal coat oiling (Avon Northwesterly).
241	S 322 (5) U 2	7-15-61	5.1 miles grading, drainage, surfacing, plant mix bituminous and seal coat oiling (Hardin Northeasterly).
242	S 132 (3)	7-15-61	8.2 miles surfacing, plant mix bituminous and seal coat oiling (Billings South).
	OFF SYSTEM PROJECTS		
301	R-AD-5 (2)	7-1-61	3.0 miles grading, drainage, and aggregate surfacing (North of Flaxville).

The more ordinary behaviors for which some form of disciplinary action is indicated are:

Inefficiency, insubordination, violation of rules and regulations, intoxication on the job, inattention to duty, tardiness, absenteeism, abuse of leave privileges, inability to get along with associates, personal conduct (outside working hours which may reflect on the department).

Contrary to some opinions, discipline cannot be rigid and is very difficult to make uniform, however, any action taken should be justifiable and easily explained.

It is emphasized that in all disciplinary actions the supervisor should not be under any emotional strain and should give the employee a chance to tell his side of the story before any decision is made or action taken.

Degrees of Discipline

The forms, methods and degrees in which discipline is imposed are as numerous and as varied as the short comings and offenses of the human beings who prompt disciplinary action. They may range in severity from a frown of disapproval to dismissal or even to prosecution in courts. A few of the more common methods of discipline are briefly described as follows:

Admonishment

Is a simple reproval of an employee by a supervisor for some infraction that is not of a serious nature. Normally this is a warning procedure rather than a punitive measure. Its basic purpose is to forestall the minor offender from exposing himself to more severe discipline. Usually this form is the most frequently used, but instead of a "bawling out" process, it should be a cooperative attempt to reach the source of the difficulty.

Reprimand

For a more serious offense reprimand is usually a formal letter of official censure signed by the appropriate official in the organization in which the offending employee is located. Prior to the issuance of a reprimand, the employee should be informed, in writing, of the reason for the intended action. The reasons should be in sufficient detail to permit the employee a fair opportunity to make an explanation in his behalf.

Suspension

Suspension is an enforced temporary non-pay status and absence from duty. Suspension fines the employee money. It hits where most people really feel it: their wallets. At the same time, since it deprives the organization of the employee's services, to suspend an employee in some cases may be like cutting off your nose to spite your face.

Suspension can be the most appropriate penalty when you have an employee, basically worth saving, who is the type to respond to the shock of suspension, whereas he would not respond to a penalty of a lesser degree. Lesser penalties are not so impressive, since they are not as painful and are not accompanied by quite the same preliminary formalities.

Removal

Is the most drastic of all disciplinary actions imposed normally only for repeated violations or offenses, for a single serious offense or several serious offenses involving misconduct or delinquency.

Advance notice of intent to remove must be signed by an authorized official who has supervisory responsibility over the employee concerned. Usually, removal is taken as a final step after lesser disciplinary actions have failed to correct the situation. It is desirable, but not essential, that one or more admonishments or one or more reprimands have been administered before a removal action is taken.

It is essential that the record and evidence adequately support whatever disciplinary action is currently being taken. It is difficult to claim convincingly that a certain prior offense was of very serious importance if it was passed by without some correspondingly serious move by the supervisor to correct the employee and the situation.

Employee discipline should also give some consideration to level of authority for severity of measure requested.

Supervisors should always be aware that the majority of employees in most organizations sincerely want to do what is expected of them when they come to work. They have been conditioned by their previous experience, in the family, in the school and in the community to follow reasonable laws, rules and regulations. In other words, most people are self-disciplined. There must be some authority, however, to see that the few who do fail to observe rules or regulations are made to answer for their violations. Unless they are, morale of the entire group will suffer.

NEATH JOINS INFORMATION SECTION

Ernie Neath, well-known radio and television personality, has joined the Information Section of the Montana Highway Department. Ernie managed KXLQ for many years in Bozeman, where he was active in civic and community affairs. He was recently associated with KBLL (formerly KXLJ-KXLJ-TV) as manager of the station.

With the addition of Ernie, the Information Section hopes to expand the services of the section, and be thereby better enabled to keep the people of the State of Montana better informed on highway work and progress in the state.

Ernie's wife, Dorothea, currently is serving as President of the Montana Federation of Women's Clubs.

MONTANA RANKS SEVENTH IN ALLOCATION OF INTERSTATE MILEAGE

Only six states surpass Montana in the number of miles of Interstate allocated by the Bureau of Public Roads. So far, 40,472.2 miles of the 41,000 miles authorized by Congress has been allocated with slightly over 500 miles being held in reserve for connections to cities in the more populous areas. Montana has been allocated 1,179 miles. Texas obtained the largest allocation with 3,019.2 miles, followed by California with 2,176.7 miles; Illinois with 1,586.5 miles; Pennsylvania with 1,541.3; Ohio with 1,482 miles; New York with 1,239.2 miles, followed by Montana. Hawaii was allocated 48.1 miles, Delaware 40.5, and District of Columbia has 28.1 miles. Alaska is the only state with no Interstate mileage allocation.

401.7 miles in Montana will be constructed as four lane, divided highway, and the remainder of 763.7 miles as two-lane highway.

According to the Bureau of Public Roads, 10,600 miles of the Interstate Highway is open to traffic, and an additional 4,400 miles is presently under construction.

As far as Montana is concerned, 186 miles are completed or are under construction at this time, with an additional 13 miles to be awarded in June, and an additional 52 miles scheduled to be let to contract during the final six months of 1961. Another 371 miles is in the design stages.

The Center Line
STATE HIGHWAY DEPARTMENT
Helena, Montana

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